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INTERPERSONAL POWER RELATIONSHIPS: AS DEFINED BY SUPERIOR-SUBOR--ETC(U)  
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INTERPERSONAL POWER RELATIONSHIPS:  
As Defined by Superior-Subordinate Intersections

by

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## INTERPERSONAL POWER RELATIONSHIPS \*

by: Arthur B. Sweney, Ph. D.

A decade ago psychologists were satisfied to study the individual subject in isolation and had no inclinations to look at more global systems. It seems reasonable to expect that the future focus of the behavioral scientist will be upon relationships and systems rather than the isolated individual.

The arts and tools for dealing with the interactions of two individuals have not been fully developed and this failure is due not only to the newness of the field but the lack of basic theory for anticipating dynamics and predicting outcomes in people systems.

In 1970 Sweney developed a factored instrument for inspecting relationships from a purely empirical basis. The Quality of Relationship Scale indicates that there is the potentiality for a highly complex descriptive system for relationships dimensions or "intersections". The data indicates the expected truth that at the present time the subject population has not learned to divorce the individual from his relationship nor to describe the relationship which emerges. There is a strong halo effect and tendency to evaluate relationships on a "good-bad" continuum rather than to objectively describe their properties.

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This research points out the importance of developing systematic ways of describing the intersection of two individuals to form a theoretical as well as empirical dimension. Various overlapping systems should be developed to explain relationships and these with time may prove capable of supplementing the imperfection in prediction resulting from the use of individual-centered variables.

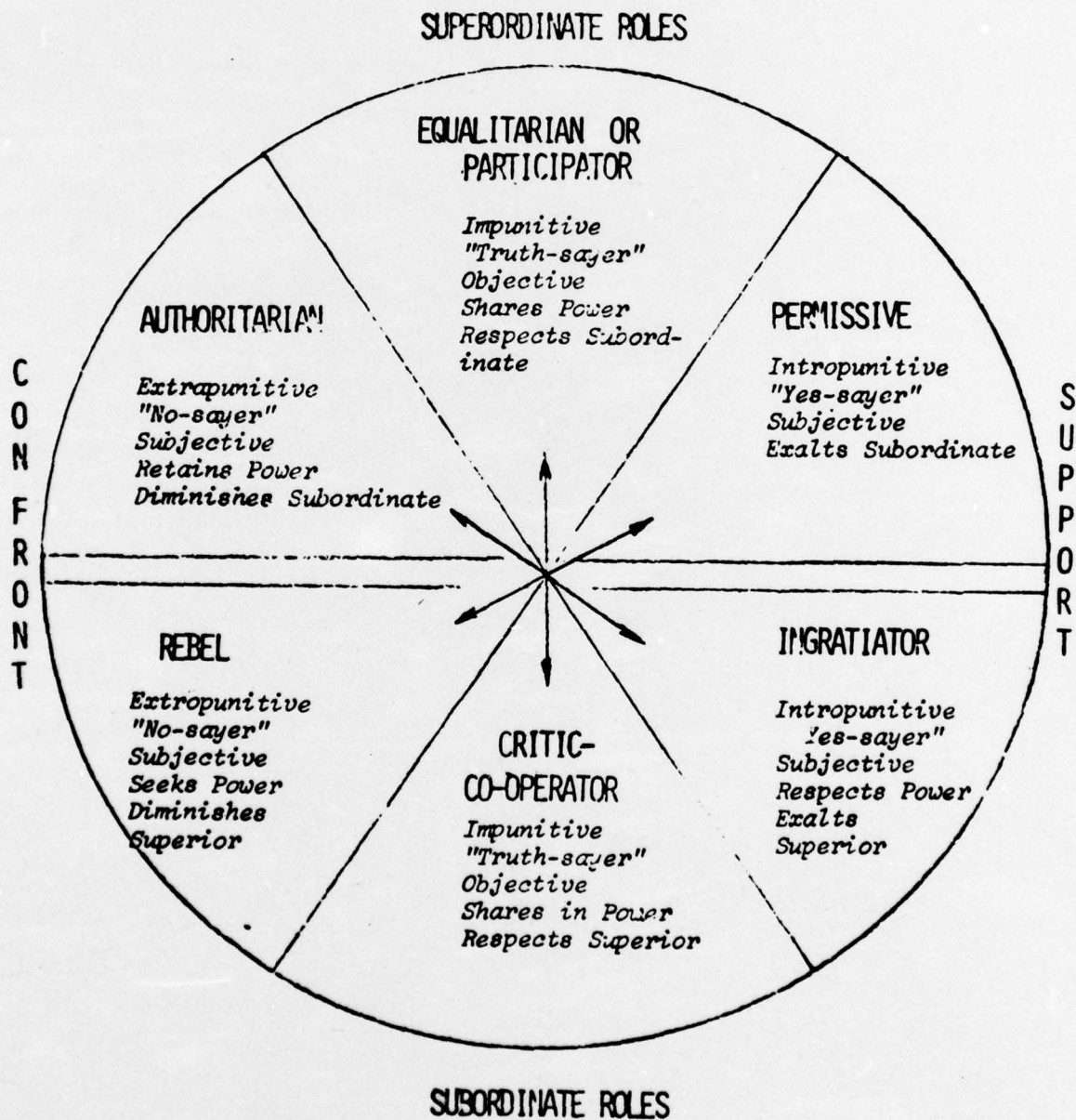
#### Theoretical Background

The Interpersonal Power Profile (IPP) is a direct extension of the RPM Model (Sweney, 1970, 1971) a theoretical system for viewing interpersonal relationships. One of the qualities of this model is the implied predictability of the interaction between individual roles on the superordinate level with those roles found among subordinates. The RPM Model is illustrated in Figure 1 and the arrows indicate the role complementations which lead to harmonious interactions.

These relationships also determine the organizational climate and the trade-offs which will occur in interpersonal negotiations. It has been suggested (Sweney, 1972) that the role relationships between superordinates and subordinates can be defined in terms of transactions involving power and obligations. In this way the relationship becomes dynamically described and predictions can be made concerning the outcomes of the interactions. It becomes clear that in the constraints of an organization, the rebel and the authoritarian are going to clash. The transaction theory of interaction makes the nature of this clash much more explicit. The need of both for power and the avoidance by both of obligation provides no basis upon which to trade behaviors for payoffs.

FIGURE 1: A HEURISTIC MODEL FOR PREDICTING SUPERORDINATE AND SUBORDINATE ROLE BEHAVIORS

(Sweeney, 1970)





It becomes evident that both power and obligation are conceptually complex and empirically multidimensional. For the purposes of understanding, however, it is expedient to make a simple differentiation of both of these concepts into the formal or organizational properties, and into these aspects which are informal and depend upon the psychological properties of the situation to describe their dynamics. Figure 2 is taken from the article discussing transactions to further define these four qualities.

	Power	Obligation
Formal (Organizational)	Authority (delegated)	Accountability (assigned)
Informal (Psychological)	Leadership (developed)	Responsibility (generated)

Figure 2: Definition of the simple dimensions of Power and Obligation.

A scrutiny of the operationally defined directions of power transactions between a single subordinate role and a single superordinate role unlocks many of the dynamics inherent in the relationship. The willingness of each to give up power or assume obligation becomes an important basis for relational dynamics. Augmenting the obvious outward transactions, there are some internalized assumptions which support the particular stance toward power and obligation which each individual holds.

The permissive must justify his delegation of power in terms of some long-term gains which he feels it will achieve. The ingratiator also anticipates a long-term pay-off for his self sacrificing behavior. The exact nature of these are yet to be determined empirically.

Implied in the role conflicts may be basic value conflicts. Some persons value the fulfillment of obligation higher than power and it may be false to assume that they are seeking a long-term pay-off in power for their diligence. The Judeo-Christian value system as well as most other socio-ethical systems tends to circumscribe the individual's right to seek personal power and directs him to assume a maximum amount of obligation to the total social order.

#### Behavioral Modifications:

Another consideration helpful for understanding the intersections between the role configuration of the superordinate and the subordinate is how they affect each other as change agents. Because of the various value systems and the injunctions placed on their behavior by their assumptions, they will be pressuring each other to change or in some cases not to change. These pressures will manifest themselves in terms of manipulative behaviors which constitute schedules of positive and negative reinforcement.

The amount of behavior modification inherent in a particular role intersection may not depend directly upon the pressure developed by the disparity between roles. There are some indications that equalitarians and critics are the most effective in inducing change because their position on questions is most frequently perceived to be reasonable by any of the other roles.

Their systematic pairing of power with obligation does not force a drastic change upon either superordinate or subordinate but leads to more objective and rational patterns.

The intersection between individuals having similar personal value systems but contrary organizational systems leads to pressures of behavioral modification which may be misdirected, misperceived, and may prove to be largely dysfunctional either in inducing change in the alternate or in the pursuance of organizational goals. By illustration, it has been found that power conflict arising out of the intersections between an authoritarian superordinate and a rebel subordinate provides the pressures for behavioral modification but most frequently induces short-term retrenchment to counteract each other. Over the long term, however, there are low correlations which indicate that an actual change of roles does occur in the direction of the three organizational patterns. In this way either the authoritarian induces the rebel to assume ingratiating behavior or the rebel induces the authoritarian to be more permissive. In some cases both change toward the objective roles as the only neutral ground on which they can successfully meet.

The need for the kinds of reinforcement that come from the symbiotic roles lead the individuals to fall into these organizational patterns through role change. In most cases the individual does not change his role preference very rapidly, but his concept of role pressure may differ from one person to another and he may develop a very flexible program of contingent role behavior. His role preference may ultimately coincide with his acknowledgements of pressure depending upon the relative strength of the reinforcement which has sustained over the longer period.



### Interpersonal Perception:

The qualities of a relationship may only partially reflect actual behavior and objective dynamics. In many cases the intersection is characterized by the perceptions of each party concerning what is transpiring. Role intersections seem to be particularly rich in perceptual distortions which stem from the needs and assumptions which each role implies.

Research by Sweney, Weber, and Fiechtner (1973) on a Strategic Missile Wing indicates that the perceptions of subordinates or superordinates are more related to perceiver variables than to target variables. In their research, the roles measured by the self-rating instruments predicted very highly the role which would be ascribed to the alternate in the interaction. Rebels tended to see their subordinates as rebels. Ingratiators saw their superordinates as equalitarians, and equalitarians perceived their subordinates to be both ingratiators and critics. Permissives perceived their subordinates to be rebels.

There seems to be consistent differences in the interaction of role preference and role pressure with perception. As this differentiation becomes clearer it is highly likely that the nature of interpersonal perception at each role intersection will become more dynamically recognizable. An example of this in one research was that the authoritarian role pressure was contaminated by socially desirable answers and found positively correlated with perceptions of subordinates as rebels, and that authoritarian role preference was positively correlated with perceiving them as ingratiators. The nature of these kinds of reversals will have to be more completely understood if the full richness of the role intersection is to be realized.



TABLE I

## INTERPERSONAL INTERSECTIONS BETWEEN SUPERORDINATES AND SUBORDINATES

<u>SUPERORDINATES</u> <u>ROLES</u>				
<u>SUBORDINATE</u> <u>ROLES</u>		Authoritarian	Equalitarian	Permissive
	Rebel	Power Conflict	Selective Delegation of Power	Power Delegation
	Critic	Selective Acceptance of Obligation	Power Sharing	Selective Acceptance of Power
	Ingratiator	Power Retention	Selective Delegation of Obligation	Power Vacuum

## PROCEDURES

The Interpersonal Power Profile is not a test by itself. There are some efforts currently in progress to develop some test instruments to directly measure these same relational intersections. These are not finished; and even if they were, it is expected that they would have very specific applications to the problem and that they would supplement rather than replace the procedure presented in this manual.

The Interpersonal Power Profile (IPP) is a method of measuring relationships by scaling their intersecting role preferences or role pressures. Since there are no concrete ways of objectively establishing these, the IPP depends upon either self-report or outside ratings to operationally define them.

### Role Preference Intersections:

The format and instructional set provided with the RPM increases the likelihood that its primary component of the measurement is preference. Role preference interactions, therefore, could reasonably be expected to emerge from the interaction of superordinate and subordinate role scores on the RPM.

Sten scores from the RPM for each individual are placed in the marked boxes on the reverse side of the profile sheet. When this is completed cross products are obtained by multiplying the values in the adjoining cells. The product is recorded in the column labeled cross product. These products will be whole numbers between one and one hundred inclusively, with means values in the high twenties and low thirties. Any major departure from

these general parameters should be inspected to determine whether some gross methodological error has occurred. The use of raw scores or percentages would provide large over estimations. The use of addition rather than multiplication will provide under estimations.

The sten score values for the intersection can be obtained by looking up the raw scores in the appropriate tables. In the appendix are a number of tables which represent different combinations of instruments and populations. The tables to use with the RPM are Table 1 (Close Military), Table 2 (Remote Military), Table 3 (General Industrial), and Table 4 (Counselor-Client). The table which is selected for these subgroups is a function of the purpose of the analysis and the nature of the setting within which the interaction occurs. The use of specific group norms washes out the differences of that group from the general population and therefore, should be used only when the purpose is to maximize intra-group differences.

#### Role Pressure Intersections:

The title, format, and instructional set provided by the Supervise Ability Scales (SAS) or the Responsibility Index (RI) direct the responses into the gamma motivational area which (Cattell et al, 1964) is highly related to "super ego" pressures toward social desirability. The inference is that there is a close relationship between the effectiveness of social pressure in test responses and in interpersonal behavior. Although there is considerable support in the literature to show that social pressure may be a more potent determiner of behavior than simple "hedonic preference".

In order to keep "pressures" and "preferences" separate, the norms and interpretations have been developed upon either the RPM or the RI/SAS combination. Role



pressure is therefore calculated by combining the scores for the superordinate on the SAS and the scores for the subordinate on the RI. These sten scores are recorded in the appropriate blanks on the reverse of the Interpersonal Power Profile sheets. If role preference intersections have already been completed, there may be less confusion to use a new profile sheet for calculations and plotting role pressure intersections. In some cases the comparative plot is desirable and these are discussed in the Interpretations section.

The cross products are calculated by multiplying (not adding) the two sten scores representing the superordinate and the subordinate role contributions to the intersection. This product, converted to an intersection sten score, is then referred to in the appropriate norm table provided in the Appendix (B). The norm tables refer to a number of commonly used populations which have been sampled to provide means and standard deviations and some indications of skewedness. All populations are not available for role pressure norms, since some samples did not lend themselves to this class of instrument.

#### Role Perception Intersections:

Although an individual's perception of another is at the outset a highly biased piece of information, there is little doubt that it greatly influences the behavior which ensues. An individual is very aware of his own perception but only vaguely aware of the perception which the other party holds for him. In subtle ways, however, the relationship conforms to the interaction of these unshared perceptions. Thus, in this realm of measuring the interactions of the role must be considered if the nature of the relationship is to be properly assessed.

Two instruments have been developed to measure perceptions or ratings of others. The Supervisors Role Rating (SRR) (Sweney, 1970) was designed to measure the subordinate's perceptions of his superordinate role in terms of authoritarian, equalitarian, or permissive components. The Subordinate Behavior Rating, (SBR) (Sweney, 1971) was developed to measure the supervisor's perceptions of the roles his subordinates play as a group. By changing the instructions it can be applied, if need be, to selected single individuals in terms of rebel, cooperator, and ingratiation components.

To calculate "role perceptions" intersections, the role sten scores obtained from both of these instruments can be placed on the Interpersonal Power Profile calculations sheet in the same manner as described for "Role Pressure" and "Role Preference". After the indicated multiplications have been completed, the resultant products are translated into sten scores using the appropriate tables found in the appendix. The norms found there refer to intersections of superordinates and grouped employees but are equally applicable to individual management dyads.

#### THE INTERPRETATIONS OF INTERSECTIONS

The "intersection" can be considered a relationship dimension but as the term implies, it is actually the unitary intersect of two unitary dimensions. In the RPM, the intersection takes on the dynamic characteristics implied by the interactions of the intersecting preferences role. In other contexts the intersection could be defined by other characteristics.

#### Power Sharing:

The equalitarian and critic share high actualization needs (Maslow, 1959) and hence are not interested in playing power games with each other. They each take only the power which is necessary for the execution of their particular obligations. They have learned to deal with each other directly with a minimal amount of manipulation.

Each party recognizes that power and obligation must be held in equilibrium and that any unreasonable demand upsets the balance in ways which lead to dysfunctional operations, and unsatisfactory results. Both parties are thus open to the other's evaluation of the power and obligational qualities of the situation.

#### Power Conflict:

The authoritarian superordinate needs power and avoids personal obligation. The rebel subordinate has precisely the same needs. In this way they develop a conflict over which will receive or obtain power, which will shoulder the task and accept the blame for its failures.

Each role participant, feels that the other is "unjust" and needs to be shaped "up". The authoritarian thus tries to break his subordinate and the rebel tries to discredit and disrupt the operations of the authoritarian until he accepts blame or delegates power and privileges. As each feels the pressures of the other, he feels more and more vindicated for resisting the other's demands. By each viewing the other's requests to be unreasonable, neither feels obligated to change.

Another view of this intersection is the pressure of a "obligation vacuum". This characteristic explains much of the dysfunctionality of this intersection.



Both use the stubbornness of the other as an excuse for not personally shouldering his own share of the obligation involved.

Power conflicts are usually resolved through disuse rather than direct confrontation. Since all persons have multiple roles, other roles take over when the needs for defensiveness are released by disuse.

Power Vacuum:

The conceptual opposite of a power conflict is the power vacuum. This represents the intersection of the permissive superordinate role and the ingratiating subordinate role. Although conceptually opposite, this intersection can coexist in power conflicts. Power can be differentiated and compartmentalized in such ways that the manipulation for power in one area does not necessarily extend to all areas. The authoritarian will often play highly permissive roles in some situations and with some subordinates. The rebel role of the subordinate is readily exchanged for ingratiation, should tactics prescribe it. Usually, however, if one intersection is high, the others will be low.

In the power vacuum there is a willingness to accept obligation without power on the part of both interactors. Both are willing to work and both are willing to accept blame, but neither is willing to provide direction and structure for the other. This leads to individualistic uncoordinated efforts which usually fail to reach their objectives because of a lack of consolidated power. This intersection, therefore, can be also identified with obligation conflict.

Each perceives the other to be objective, since they need this excuse to support each other. Their unreserved acceptance, however, diminishes the likelihood of a dynamic self-corrective relationship evolving from their interaction.



In this way, their relationship is often high on satisfaction, but low on productivity and there are no actualizing pressures to change it.

The sharing of the "nice guy" role between a superordinate and subordinate has its difficulties. It may lead to each being selectively perceptive of the other's weaknesses or it can lead to rationalizing behavior for the retention of their supportive rather than confrontive roles. The individual who feels pressure but not preference for the supportive position will find subtle reinforcement to become either more objective or more confrontive. If supportive roles are the result of social insecurity as some of the research indicates, there may be a natural movement out of these roles as their positive reinforcement of each other takes effect. Since this intersection is one which maximizes the demands for maintenance synergy, increasing demands from external objectives should reduce it.

#### Power Retention:

This intersection describes the symbiotic relationship between the authoritarian role of a superordinate and the ingratiation role of the subordinate. This combination has been well defined by Adorno, Frenkel-Brunswick and Sanford (1950) in their description of the Authoritarian Personality. However, they did not fully explain the dynamics of the interaction between superordinates and subordinates.

The authoritarian shows his real lack of strength in his interaction with a subordinate. Because of his assumptions of worker unreliability, he strips his subordinate of the real sources of power: options, decision, resources, and control over others. Thus, he reaches down to secure his power at the same time he is piling upon the subordinate an unrealistic burden of obligation.

The purpose of the transaction seems to be insuring the failures of the subordinate and thus getting continued confirmation of his negative assumptions concerning him. He derives ego support from the maintenance of high status and power differentials which result from the situation.

The subordinate seems to have long range hopes which justify his submissive behavior. He often recognizes the dynamics of the intersection, and recognizes that his superordinate is threatened and must be humored and shielded from his own weaknesses. He realizes, if he is to inherit much power, he must cooperate in the development of a strong organizational component to the power which his boss has. He thus pays deference to the position of authority and withholds feelings of psychologically based responsibility. Because of the inconsistent qualities of the relationship, he often rationalizes that his boss has the right to behave autocratically and redefines it as rational, objective, and hence equalitarian. This leads to the misattribution by the subordinate role of superordinate equalitarianism as has been found consistently in the research results.

This pattern is frequently found in formal organizations and tends to stem from organizational but not individual loyalties. It maximizes the flow of formal obligation or accountability downward and formal power or authority upward. The psychological qualities of leadership and responsibility are sacrificed and the structural qualities of authority and accountability are central to the interactions.

The reinforcements in this intersection are consistent with the already attained roles. Authoritarian behavior reinforces ingratiation which in turn reinforces authoritarianism. The pattern can only be broken if basic value changes

emphasize increased needs for reinforcements in other areas. If, for example, the authoritarian becomes dissatisfied with the simple accountability on the part of the subordinates and wants to generate feelings of psychological responsibility, he will have to institute different behaviors in order to claim his reinforcement. This would furnish a dynamic change and would possibly lead to a more reasonable approach. Unfortunately, the true authoritarian is often religious, dogmatic, and his changes would be drastic rather than gradual. This is why he frequently oscillates between the authoritarian role and a permissive one. Failing to get immediate control of the subordinate's psychological commitment through permissiveness, he quickly reverts to reclaim complete control of the superficial aspects of the subordinate's organizational behavior.

#### Power Delegation:

At the other side of the intersection just described is the relationship between the permissive superordinate and the rebel subordinate. This is a symbiotic organizational relationship which is characterized by the downward flow of power but the upward flow of obligation. In this way the subordinates are given freedoms and power they do not need and the superordinate is blamed for the adverse effects.

Justifiably, many persons have blamed the "rebelliousness" of the younger generation upon the "permissive society" in which they have been reared. There are some solid research data to support this contention. Nevertheless, permissiveness is a relative term and has too frequently been misattributed for psychological rather than logical reasons. Statements of this kind are made most frequently to support and justify authoritarian attitudes and to excuse power aggrandizement on the superordinate level. The dynamics for reinforcing



this intersection, however, increase the likelihood of its occurrence.

The permissive superordinate is preprogrammed to seek affection and positive affect from subordinates. The rebel provides negative feedback leading to extreme difficulty on his part. The data shows that the permissive is more distressed by the rebel than any other role. His hypothesized reaction to his needs for confirmation is to grant power without obligation in the hopes of buying psychological commitment by sacrificing organizational accountability. He is usually frustrated in this attempt because of the rebel's unwillingness to accept obligation at any level. This leads to further concessions by the permissive superordinate accompanied by increased feelings of frustration and guilt for not having a greater psychological control over this troublesome subordinate. This frustration is often alleviated by sporadic attempts to be tough and authoritarian but these are usually unsustained and hence unsuccessful.

The rebel subordinate is reenforced for his confrontiveness by further increments of power and decrements in his area of accountability. Thus he is positively reenforced to continue his rebel role behaviors. In order to legitimate and justify his role, he perceived his superordinate to be authoritarian. This misattribution is psychological essential and uniformly confirmed by research results. Through discrediting and misattribution, the rebel feels justified to demand more power and to further blame the guilty superordinate. He withholds his psychological commitment, but at the same time implies that, by some later concession the superordinate may succeed in winning his loyalty.

The skillful rebel can shape a superordinate's behavior by being even more negatively critical of other individuals in his presence. The superordinate seems complemented by this and assumes an increasing unwillingness to be subjected personally to this kind of attack behind his back. He hopes that

his concession will buy him immunity but the seldom do, since the other dynamics of the rebel role proscribe it.

The permissive justifies giving power to the rebel by perceiving him as a critic even though his basic responses to the rebel's dissatisfaction indicate he actually perceives him correctly upon some levels. The rebel continues to perceive his superordinate as an authoritarian under most circumstances and may even goad him into authoritarian outbursts to partially supply reinforcements he needs to maintain his perception.

Certain conditions for dissatisfaction are inherent in the relationship but reinforcement schedules favor the continuance of the relationship. An organization based on this kind of relationship can survive as long as it is growing and looking outside itself for sources of power.

#### Selective Delegation of Power:

The equalitarian's reaction in a relationship is contingent and not pre-programmed. When interacting with a rebel, he becomes vigilant concerning the power which he is willing to delegate because of the rebel's excessive needs for power. The equalitarian negotiates power for a concrete indication on the part of the rebel that he will accept a commensurate amount of obligation. In order for this negotiation to take place, the subordinate must drop his rebel role in essential task-related areas in favor of the critic-cooperation position.

The equalitarian attributed the critic's behavior to most subordinates and hence tends to reinforce the critics behaviors which he perceives. The coupling of obligation with power, which is characteristic of his role, is sufficiently beguiling to spontaneously generate in many rebels the more objective critic-cooperation role.

The rebel is placed in a position which requires changing his orientation toward obligation in order to receive the power which he seeks. He is, undoubtedly, reluctant in acquiescing to pressure, but he recognizes that the strength of his superordinates will enforce such demands. The rebel's demands for power are, by definition, irrational and not given much credence by the equalitarian and hence rational superordinate. He does, however, recognize the basic need properties of these demands and utilizes them as a negotiating basis to induce changes in the subordinate which are favorable for his growth and for the growth of the organization. His firmness in demanding rational rather than manipulative solutions cuts off the rebel's retreat to ingratiation. By this means, the stronger a rebel's needs for power are the more likely he will be to assume the critic role, once he has tested the parameters of the equalitarian's resolve to resist manipulation of any nature.

#### Selective Delegation of Obligation:

The equalitarian has an opposite set of dynamics to contend with when dealing with an ingratiator. The intersection between these two roles leads to selection on the part of the equalitarian of which obligations to delegate to the eager ingratiating subordinate. The latter is unrealistic in his willingness and has to be limited to those obligations for which he has sufficient power. The objective superordinate recognizes the subordinate's reluctance to ask for power and is careful not to give the obligation without negotiating with the subordinate to take a sufficient quantity of power to fulfill the obligations which he casually accepts.



The ingratiating subordinate tends to see all superordinates as fair and just and may for this reason be actually expecting the superordinate to retain and exercise control over the amount of obligation delegated once he, the subordinate, has indicated a willingness and good faith. The equalitarian accepts the protestations of willingness and guardedly recognizes that the ingratiator hedges against failure by being involved in too much to be held liable for mistakes in a single area. By discussing the intensity of accountability in a few specific areas the equalitarian can induce in the ingratiator a greater feeling of psychological responsibility.

Selective Acceptance of Obligation:

The dynamic pressure of this intersection comes primarily from the critic-cooperator subordinate. The authoritarian superordinate is pre-inclined to delegate obligation and extract power from his subordinates. The critic refuses to accept obligation except when the appropriate powers are made available. He negotiates realistically with his superordinate concerning the terms of the task.

How much time and how many other resources are available to complete the job effectively? Which decisions can be made locally by the subordinate without referral to the chain of command? What relief from other duties are to be granted in order that this particular task can be successfully completed?

The rebel would like to negotiate too, but his demands are not realistic and are of the global nature which makes him that much harder to touch with obligation. The critic wants obligations and hence wants to be successful at them. He perceives that his growth in the organization is a function of his own competency, not whether he is loved or feared by a superordinate.



The rebel always poses as an objective critic and the real test of the authenticity of the claim lies in the degree to which he will take obligation commensurate with his powers. If he uses his lack of power as an excuse, he will not accept reasonable obligation and will thus be unmasked as the rebel that he is.

The behavior of the authoritarian superordinate is modified by the critic's realistic pressures. During the initial phase, he resists them by perceiving the subordinate to be a rebel. Later, however, when he recognizes the legitimacy of the critic's request for power and the favorable results in task performance of this power delegation, he himself becomes less defensive and protective of his power. In this way, the critic can successfully shape the supervisor into rejecting the authoritarian role in favor of the equalitarian.

If the subordinate does not hold firmly to the critic role, he can be easily trapped into the other two dysfunctional roles. If defensive, the subordinate, faced with an authoritarian superordinate, will slide into the counteractive rebel role. If the subordinate tries, he will likely assume the adaptive passive role of the ingratiation, covering up his real lack of commitment with affirmational "lip service".

#### Selective Acceptance of Power:

Many motives lie behind the permissive's willingness to delegate power. The critic, when faced with his kind of leadership, must be somewhat knowledgeable concerning what they are. His real contribution, however, can be made without the knowledge of causality since his main emphasis is behavioral change not therapy.

The critic teaches the permissive to be more careful in his delegation of power. He refuses to accept power for which he does not have obligations. If the power is forced upon him, he asks for the obligations and duties which are associated with it. The permissive may want this show of responsibility on the subordinate's part and will usually give obligations when they are asked for.

By exercising restraint in accepting power and by actually seeking obligation the critic brings the permissive back into an equalitarian role. The process provides confirmation to the superordinate because he perceives that his kindness has been accepted in the same spirit that it was tendered. He does not recognize his gradual movements toward objectivity that are induced by the patient pressure of the critic. In most cases he misperceives it to be the pay off for his humanism. In many cases this kind of interaction is successful in toughening the supervisor into accepting the objective, equalitarian role and relinquishing his more manipulative, permissive one.

#### PATTERNS OF INTERSECTION

Just as certain patterns of simple roles are significant for understanding the individual, there are patterns of role intersections which have special meaning. The research in this area is still incomplete but some empirically derived patterns are provided to supplement the more theoretical constructs.

##### Harmony Index:

From the earliest research with the RPM it has been clear that there should be some basic matching qualities of these roles between superordinates and subordinates. Interpersonal harmony should be a function of the degree of complimentation of roles within the dyad. A Harmony Index should be a weighted summation

of superordinate authoritarianism times subordinate ingratiation, and superordinate permissiveness times subordinate rebellion. The weights ultimately must be determined for various social situations and work environments by means of multiple regression. Until this research has been adequately completed, simple unit weights have been assigned. These are reflected in equation 1.

$$\text{Equation 1: } HI_1 = 2 \begin{matrix} E \\ \text{sup} \end{matrix} \times \begin{matrix} C \\ \text{sub} \end{matrix} + \begin{matrix} A \\ \text{sup} \end{matrix} \times \begin{matrix} I \\ \text{sub} \end{matrix} + \begin{matrix} P \\ \text{sup} \end{matrix} \times \begin{matrix} R \\ \text{sub} \end{matrix}$$

The equalitarian-critic intersection has been given double weights because it is perceived to have the maximal amount of flexibility and objectivity. It seems to offer the most honest basis for social interaction with a minimum of manipulative superficiality.

Since components making up the equation are all skewed, it is difficult to arrive at a sten score directly. Norm tables have been provided to translate these values obtained from this equation into stens.

Harmony Index should be calculated with a validity study to match superordinate<sup>3</sup> and subordinates in various organizations. Equation 2 shows the form which the specification equation should take.

Equation 2:

$$HI_2 = a + b_1 \begin{matrix} E \\ \text{sup} \end{matrix} \times \begin{matrix} C \\ \text{sub} \end{matrix} + b_2 \begin{matrix} A \\ \text{sup} \end{matrix} \times \begin{matrix} I \\ \text{sub} \end{matrix} + b_3 \begin{matrix} P \\ \text{sup} \end{matrix} \times \begin{matrix} R \\ \text{sub} \end{matrix}$$

The relative value of the regression weights indicate the organizational climate within which the interaction is embedded. It has been found that these weights also vary with the perspective of the respondent. Harmony upward differs from harmony downward. Different equations can be derived for each of these perspectives or a generalized equation can be obtained using a criterion which incorporates both perspectives.



It has been found that restricting the equation to the three complimentary roles is not necessary. In many cases it is desirable to consider all of the intersections from the IPP Equation 3.

Equation 3:

$$HI = a + b_1 E_{sup} \times C_{sub} + b_2 A_{sup} \times I_{sub} - b_3 E_{sup} \times I_{sub}$$

Because of the suppressor effects, many of the non-complimentary role relationships play a significant part in the harmony relationships. These terms should not be interpreted out of context, since they represent a matrix of partialling relationships too intricate to follow logically.

Conflict Index (CI):

Antithetically to the concept of harmony is that of an intensely held personal organizational value system. The individual who declines to interact in complimentary ways in order to retain his own personal value system has very little loyalty to his organization. The "conflict" in the Conflict Index (CI), is derived from this strong maintenance of individual value systems in face of strong interactional pressures to play complementary roles. Equation 4 shows a simple formulation using unit weights.

$$\text{Equation 4: } CI_1 = A_{sup} \times R_{sub} + P_{sup} \times I_{sub}$$

This equation can be considered to be a theoretical approximative of the empirical one which can be derived from regression analysis. Equation 5 shows the specification equation format in which empirically derived weights replace the unities of equation 4.

Equation 5:

$$CI_2 = a + b_1 A_{sup} \times R_{sub} + b_2 P_{sup} \times I_{sub}$$

The constants and weights will be dependent upon the social context and the general subject population studied, and will allow a focus on either the power conflict or power vacuum. Conflict in directiveness or lack of directiveness have variable irritant value depending upon the context in which they function and the nature of the task undertaken.

Partial Personality Congruence Index (PPCI):

The value of the partial Personality Congruence Index has not been fully determined but it has some important theoretical implications. Its similarity to the Conflict Index is not coincidental and this probably provides some of the basis for conflict between highly similar persons. The term partial is applied to the equations derived from the IPP because it does not include both the superordinate and subordinate roles of each party. The true degree of congruence would include both components of each of the personality value systems as indicated in equation 7.

Equation 7:

$$PCI = \frac{(A + R)_{sup}}{(P + I)_{sup}} \times \frac{(A+R)_{sub}}{(P+I)_{sub}} \quad (E+C)_{sup} \times (E + C)_{sub}$$

In the absence of both sets of roles only a "Partial Personality Congruence Index" can be calculated. This simplifies it to look like Conflict Index with an additional term and is explained in Equation 8.

Equation 8:

$$PPCI = A_{sup} \times R_{sub} + E_{sup} \times C_{sub} + P_{sup} \times I_{sub}$$

(confrontive)      (objective)      (supportive)

As in all cases of theoretical speculation, these formulations should be subjected to empirical validation under various conditions and circumstances. Unfortunately,

however, there are no operational definitions or behavioral manifestations predicted to stem directly from this concept. Until some criterion can be established, it is not worthwhile to try to develop specification equations by means of multiple regression.

Role Modification Pressure: (RMP)

The behavior of both the critic and the equalitarian serves to modify the role behavior of the partner. This shaping pressure, if applied consistently over a sufficient period, will move both dyadic parties toward a more rational and objective approach to interaction. Role Modification Pressure is thus defined by the "selective" intersections on the IPP. Equation 9 shows how this composite is calculated.

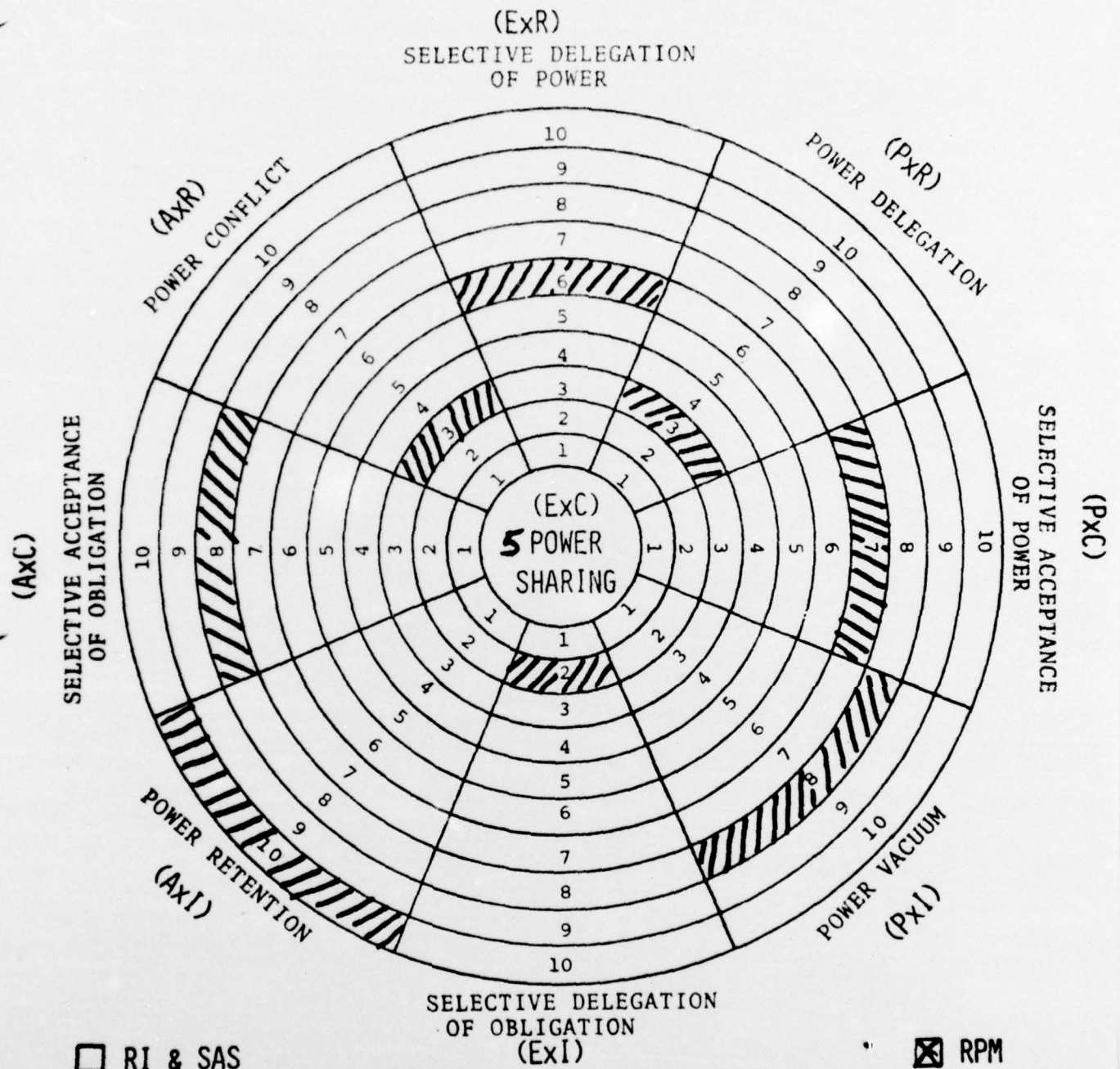
Equation 9:

$$\begin{aligned} \text{RMP} &= \text{E} \times \text{R} + \text{E} \times \text{I} + \text{P} \times \text{C} + \text{A} \times \text{C} \\ \text{RMP} &= \text{■} \begin{array}{cc} \text{(subordinate role)} & + \text{superordinate} \\ \text{modification} & \text{role modification} \end{array} \end{aligned}$$

The equation shows that there are two basic components to this concept, the pressure on the subordinate to modify his role and the pressure on the superordinate to modify his. In each case the interpersonal pressure is toward the more rational and objective equalitarian or critic roles. If this role modification takes place, a greater and greater degree of power sharing will result. If, in despair, either party drops a modification pressure role in favor of the basically manipulative ones the pressure toward objectivity will be released.



# INTERPERSONAL POWER PROFILE



SUPERORDINATE

A.B.

Name

boss

Position

SUBORDINATE

C.D.

Name

worker

Position



### Summary and Conclusions

New language and new logic must be developed if individuals are to learn how to deal with relationships objectively. This paper approaches the measurement of relationships from a very specialized perspective, i.e. the interactions of superordinates and subordinates. The "intersections" or relationships traits are defined in terms of going transactions of power and obligations and the inherent pressures toward organized change.

Inspection of the intersections shows that five out of the nine seem to be fairly stable and self perpetuating. They thus represent "ruts" into which organizational relationships can slip.

The favored relationship of "power sharing" can be considered the end product of adjustments emanating from the instability of the intersections involving the selective acceptance and delegation of power and obligation. The pressure placed on the non-objective members of the relationship is usually sufficiently strong to induce orderly change toward objectivity. Occasionally, the veneer of objectivity exhibited by the critic or equalitarian is so thin that it can not withstand the pressures of a dynamic relationship, and thus they are induced to drop their objectivity and select a manipulative role. In this way the relationship is moved further from power sharing into one of the "ruts" which undermine relationships and reduce the potential individual's contribution.

Relationships may be handled as separate entities and could theoretically be changed without attacking the personal dignity of the two individuals interacting. Having mutually defined the kind of relationships desired, it is relatively easy for each to play the kind of role which would make it come about. This kind of decision making requires the levels of maturity and objectivity which are seldom exhibited in human interactions.

Efforts to be manipulative are so ingrained that it is very difficult to induce individuals to consciously improve their relationships with each other on anything but a very self centered level.

The measurement of relationships is a necessary preliminary step to the process of becoming objective about relationships. The method outlined in this paper utilizes the inferred qualities resulting from the interaction of measured individual traits. It is also possible to measure the 'quality of a relationship' directly as is done in the QRS by Sweney (1970) or the 4RF by Lawlis,(1973).

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